



LITTLE TOKYO SERVICE CENTER

Positive Change for People and Places

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Little Tokyo Service Center “LTSC” is a social service and community economic development organization based in Little Tokyo serving those in need in Los Angeles. The mission is to provide a comprehensive array of social welfare and community development services to assist low income and other persons in need, contribute to community revitalization and cultural preservation in Little Tokyo and among the broader Japanese community in the Southland, and to provide such resources to neighboring Asian Pacific Islander and other low income communities.

LTSC was originally founded in 1979 to serve the monolingual Japanese seniors living in Little Tokyo and continues to serve the Japanese American population living in Los Angeles with senior services, child abuse prevention, individual and family mental health counseling, information and referral, and a senior activities center in Little Tokyo. Last year LTSC served over 6,000 seniors.

The major long-term vision for LTSC is to revitalize Little Tokyo into a vibrant community by addressing the problem of cultural and community survival and promoting its economic health. LTSC preserves and strengthens physical, cultural and social assets through building affordable housing, resident organizing, social services, historic and cultural preservation and small business assistance. Currently, LTSC is in the process of bringing a multi-court sports facility for basketball, volleyball, martial arts, and other community uses to Little Tokyo. This facility will become a major center of activity in the neighborhood, and will draw families and young people from throughout Southern California into Little Tokyo, re-introducing this historic community to new generations.

As LTSC gained experience over the years in social services and community economic development, its work expanded to address the needs of disadvantaged groups of all ethnicities and backgrounds. At the core of LTSC’s services in the broader Central/Downtown Los Angeles area are 4 affordable housing complexes with 240 units ranging from studios to 4 bedroom apartments, housing close to 1,000 people. To serve these residents, and the surrounding low-income neighborhoods, LTSC provides an array of programs serving those as young as 3 months old to high school youths, to working adults, to seniors. We provide preschool for over 70 children and childcare to 60 infants and toddlers in family childcare homes; provide afterschool activities and tutoring to youth to over 50 youth; provide employment skill training for adults and financial literacy, case management and counseling for families and individuals.

LTSC’s Affordable Housing Collaborative works with community-based organizations that are addressing needs in low-income communities throughout Los Angeles. LTSC has partnered with over 15 community-based organizations to develop 950 units of affordable housing with another 500 in the pipeline. LTSC has also developed a broad set of complementary service programs including childcare, after-school youth programs, domestic violence programs, financial literacy, employment preparedness, and emergency assistance for families.

Epworth Apartments

2012

The Epworth Apartments is a joint affordable housing project with LTSC, Coalition for Responsible Community Development (CRCDC), and the United Methodist Ministries – Los Angeles District (UMMLAD). The Epworth Apartments provides 20 units of affordable housing – 19 of which will be for Transition Age Youth who are homeless and who have a severe emotional disorder or have been diagnosed with a mental disorder. The remaining unit will be for the property manager. The Epworth Apartments also includes a resource center, counseling rooms, community room, outdoor courtyard, community garden, and 20 subterranean parking spaces.

Unit Mix

20 units (2 studio units, 17 one-bedroom units, 1 one-bedroom manager's unit)

Affordability

Low-income households (less than 30% AMI). All units are reserved for Transition Age Youth.

Development Team

Lead Developer	LTSC
Community Partner / Co-Developer	Coalition for Responsible Community Development (CRCDC) United Methodist Ministries—Los Angeles District (UMMLAD)
Equity Partner	National Equity Fund
Architect	Birba Group Architects
Contractor	Ellias Construction, Inc.

Project Financing

Predevelopment/Acquisition

- » Corporation for Supportive Housing
- » Enterprise Foundation

Construction/Permanent

- » California Department of Housing and Community Development: Multifamily Housing Program for Homeless Youth
- » California Housing Finance Agency: Mental Health Services Act Housing Program
- » California Tax Credit Allocation Committee
- » Citi Bank
- » City National Bank
- » Federal Home Loan Bank of San Francisco: Affordable Housing Program

"We came to work with the Little Tokyo Service Center through our desires to develop permanent supportive housing for emancipated foster youth. LTSC worked with us to build our capacity as a new organization. This year we secured a second site and we're working in collaboration with LTSC on a third site."

- Mark Wilson
Executive Director,
Center for Responsible
Community Development



Larry Itliong Village

2013

The Larry Itliong Village is a joint project between LTSC and the Pilipino Worker's Center (PWC). Asian Pacific Counseling and Treatment Center (APCTC) is the service partner. Larry Itliong Village provides 45 units of affordable, multi-family housing near to public transportation and cultural amenities for the Historic Pilipino Town community. This includes approximately 3,000 square feet of community and social service space, as well as approximately 150 square feet of retail space for a small convenience store that services local residents as a pedestrian-friendly amenity. Nine of the proposed 45 units are efficiency and one-bedroom units designated for Transition Age Youth that are homeless or at risk. The development incorporates Filipino architectural elements into the exterior design.

Unit Mix

45 units (6 studio units, 18 one-bedroom units, 5 two-bedroom units, 15 three-bedroom units, 1 two-bedroom manager's unit)

Affordability

Low-income families (30% - 50% AMI). 9 one-bedroom units designated for Transition Aged Youth.

Team Profile

Lead Developer	LTSC
Community Partner / Co-Developer	Pilipino Worker's Center (PWC)
Equity Partner	Enterprise Community Partners
Architect	Birba Group Architects
Contractor	Walton Construction Services, Inc.

Project Financing

Predevelopment/Acquisition

- » California Department of Housing and Community Development
- » Corporation for Supportive Housing
- » Enterprise Foundation
- » Low Income Investment Fund

Construction/Permanent

- » Bank of America
- » California Department of Housing and Community Development: Multifamily Housing Program for Transition Age Youth

Construction/Permanent

- » California Department of Toxic Substances Control
- » Mental Health Services Act Housing Program
- » California Tax Credit Allocation Committee
- » CALReUSE
- » City of Los Angeles Housing Department
- » County of Los Angeles Department of Mental Health
- » Environmental Protection Agency
- » Federal Home Loan Bank of San Francisco
- » Housing Authority of the City of Los Angeles
- » Housing Authority of the County of Los Angeles



Casa Yondé, located in Koreatown, is a new construction project consisting of 52 family units. The project replaces 26 obsolete aging housing units with 52 units of affordable new construction units, doubling the site's contribution to the city's housing stock and adding to the city's affordable stock. Of the 52 proposed units, 18 will be set aside for supportive housing for homeless households. The community and social services space on the ground floor will be used by the service partner to provide off- and on-site clinical mental health services for these youth, adult educational programs, case management and one-on-one counseling for all residents. In addition to services, the project will also provide approximately 1,500 square feet of multipurpose community space and 4,000 square feet of open and landscaped courtyard.

52 units (4 studios, 24 one-bedroom units, 7 two-bedroom units, 16 three-bedroom units, 1 two-bedroom manager's unit)

Low-income households (30% - 50% AMI); 18 reserved for homeless residents and the remaining 33 for low-income residents.

Lead Developer	LTSC
Community Partner / Co-Developer	Koreatown Immigrant Workers Alliance (KIWA)
Equity Partner	Union Bank
Architect	Birba Group Architects
Contractor	Ellias Construction, Inc.

Predevelopment/Acquisition

- » Corporation for Supportive Housing
- » Koreatown Immigrant Workers Alliance (KIWA)
- » Private Parties
- » The Harold W. and Sonia S. Sunoo Peace in Korea Foundation
- » Wells Fargo

Construction/Permanent

- » California Department of Housing and Community Development: Multifamily Housing Program
- » Los Angeles County Department of Mental Health through the Mental Health Services Act
- » California Tax Credit Allocation Committee
- » JPMorgan Chase Bank
- » CRA/LA, a Designated Local Authority
- » Housing Authority of the County of Los Angeles
- » Housing Authority of the City of Los Angeles



2014

Unit Mix

Affordability

Team Profile

Project Financing



"If not for Casa Yondé, I would still be living in a shelter."

- **Sandy Martinez**
Casa Yondé resident

Emerald City Commons

7700 Rainier Avenue South, Seattle, Washington 98118

Urban Impact is a 501c3 nonprofit. It's the result of Emerald City Outreach Ministries and Northwestern Urban Ministries merging, with roots in Rainier Beach dating back to 1987. The mission of Urban Impact is to partner with families and communities to break the cycle of social, material and spiritual poverty.

Urban Impact currently serves over 2,000 people in four distinct neighborhoods partnered with local churches; Rainier Beach, Hillman City, Central District and White Center. Programs include, Rainier Health and Fitness, King County Youth Chaplaincy, Othello Youth Center, Emerald City Commons Resident Services and focus on; leadership, health, economic development, family support, youth development and education.

Mercy Housing Northwest (MHNW) MHNW was established 25 year ago through the collaboration of five local communities of Catholic women religious determined to address the housing crisis in Washington State. We are the northwest arm of Mercy Housing, Inc., a nationally-respected provider of affordable housing. In Washington state, MHNW has successfully developed over 2,000 affordable rental homes, with 5,000 residents each year.

MHNW's mission is to create stable, vibrant and healthy communities by developing, financing and operating affordable, supportive service enriched housing for families, older adults, and people with special needs. MHNW's local development partnerships include collaborations with Denise Louie Education Center, NeighborCare Health, Bellwether Housing as well as Urban Impact.

Project Visioning: Urban Impact had long planned on developing a new home for Rainier Health and Fitness and affordable housing at this site to further their work and outreach in the community. Emerald City Bible Fellowship and Urban Impact purchased the parcels back in the late 1990s with a plan for revitalization.

Predevelopment: Urban Impact assembled a development team to work on the project in 2007 with Bellwether as a consultant, and RAFN as the general contractor. After securing a Master Use Permit and applying unsuccessfully for funding as a sole developer, Urban Impact sought a development partner. Urban Impact approached Mercy Housing in 2011 and the organizations found many areas of compatibility in their priorities for resident services. MHNW did some project redesign to increase the community and service space in the project, and developed a new financing strategy. The partners secured funds and construction started August 2012.

Development/Construction: Mercy Housing Northwest played the development project management role and provided 100% of the construction loan and operating deficit guarantees. We had project coordination calls and meetings with the architect, contractor and Urban Impact had a staff person attending those.

Operations/Sustainability: MHNW is the general partner and Urban Impact is a special limited partner for the housing. Urban Impact owns and operates the Rainier Health and Fitness on the ground floor. The partners split project revenue for resident services 50/50 and both organizations provide resident services. In recognition of Urban Impact's substantial early financial contributions

(50% land price reduction and over \$800K in predevelopment expenses), the partnership agreement provides a first right of purchase for UI after the tax credit partner exits.

Housing Details

Emerald City Commons provides working families with 61 one, two and three bedroom apartments housing an estimated 170 adults and children.



- Rents are set based on the following income set-asides:
 - 24 apartments at 30% of median with rents ranging from \$540 to \$748
 - 18 apartments at 40% of median income with rents ranging from \$720 to \$998
 - 18 apartments at 60% of median income with rents ranging from \$1,000 to 1,400
- Emerald City Commons includes 20% of the apartments for larger families and 20% are designed to meet the needs of families that have a member with a physical disability.
- Thanks to Seattle Housing Authority, the complex has 12 Housing Choice Vouchers, which provides rental subsidy and allows further income diversity
- 7 languages are spoken on site. Somali, Mandarin, Kurdish, Tigrinya, Amharic, Arabic, and Vietnamese.

Rainier Health and Fitness

Rainier Health and Fitness, owned and operated by Urban Impact, is a 5,700 square foot gym that promotes healthy lifestyles and strong bodies with affordable fees and an accessible, high-quality fitness center that includes free childcare, free group training, women only classes, customized workout cards, free group classes and special programs like Silver Sneakers for older adults and CrossFit classes. RHF serves over 1,800 people per month

Promoting Sustainable Development

- Built to Washington State Evergreen Sustainable development standards
- Received Seattle City Light Built Smart Award
- Low maintenance/allergen reducing stained concrete or vinyl plank floors and durable carpet tiles with low VOC adhesive throughout building
- Over two thousand tons of petroleum hydrocarbon contaminated soil was removed from the site under Department of Ecology's guidance due to the site's previous life as an auto repair facility.
- 50% of contracted dollars were with firms located within 10 miles. Nearly \$2.3 million in subcontracting work was awarded to Women and Minority Business Enterprises. 2% of the workforce came from certified apprenticeship/journeyman programs.



**GROUND
ED
SOLUTIONS
NETWORK**

We're Grounded Solutions Network, a national nonprofit membership organization dedicated to cultivating communities – equitable, inclusive and rich in opportunity – by advancing affordable housing solutions that last for generations.

We bring together an extensive network of partners and member practitioners from local communities that have a deep understanding of best practices in community land trusts, shared equity housing, local housing policies, and more.

At Grounded Solutions Network, we know what policies and strategies work to build and preserve housing opportunities, and we help communities use them.

As a network, we agree that when communities are diverse and equitable, everyone benefits. We promote housing solutions that stay affordable for generations, so communities can stabilize and strengthen their foundation, for good.



**Become
A Member**



**Meet Our
Network**



**Learn
More**

Collective Learning

We connect people to share best practices, overcome challenges and nurture innovation and new approaches.

Tools & Resources

We provide the building blocks that strengthen housing programs so homes can stay affordable for generations.

Research

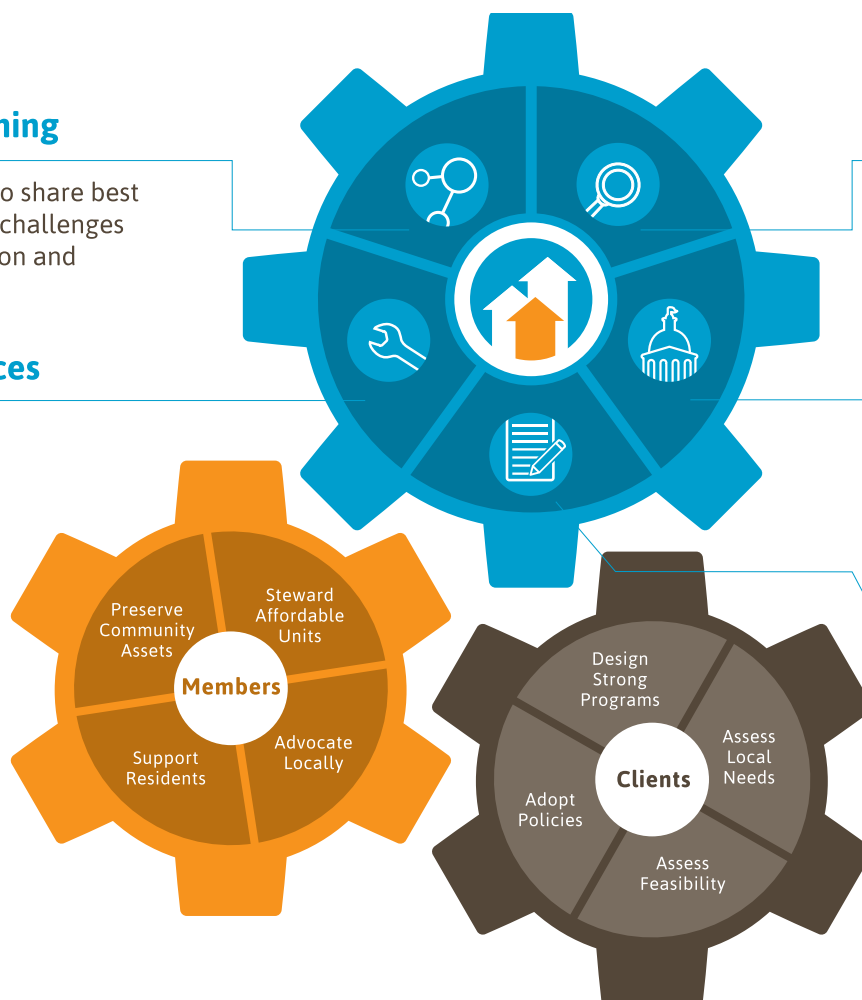
We conduct research that provides the empirical basis for our work and explores emerging ideas.

Policy Change

We work with policy makers, elected officials and their staff at all levels to explore options and provide policy solutions.

Technical Assistance

We identify solutions and share best practices to help programs succeed.



Hub & Spoke or Central Server Models for Community Land Trusts

Goal: Facilitate the rapid scaling of citywide approaches to permanently affordable housing striking a balance between neighborhood control and leveraging the expertise of organizations with more capacity.

How it works: There is no one recipe for success; this model has been attempted in different places at different times with different approaches. The basic idea is that there is one incorporated organization sharing their capacity and expertise (usually for a fee) with others (whether incorporated or not).

The partners agree on a set of roles and responsibilities that match their expertise and capacity; the relationship and division of labor might be different for each of the “spokes” depending on their interests and capabilities. Responsibilities for CLT development projects are different from other kinds of homeownership and affordable rental development. Important roles include: community visioning, predevelopment, financing, construction oversight, homebuyer education, ongoing stewardship (monitoring and compliance, assistance to homeowners, overseeing resales, etc) These activities can be handled by whichever entity has the capacity and expertise.

Benefits:

- May reduce overall costs through economies of scale.
- Helps smaller CLTs struggling with administrative (and long term) costs of post-purchase stewardship, including promoting maintenance, preventing foreclosures, and preserving affordability.
- Allows for a cooperative approach where partners don’t have to be experts in everything but share what they do well.

Promising Practices:

- Listen to the community!
- Build trust with partners
- Clearly outline roles and responsibilities in formal agreements
- Plan for the long term
- Consider the financial sustainability of the individual parts as well as the whole.

Examples

- Atlanta Land Trust Collaborative
- Rhode Island
- Southeast Florida
- Interboro CLT (NYC)

Sawmill Community Land Trust and the Barelás Coalition

Sawmill Community Land Trust in Albuquerque, NM was founded in 1996 following a community-driven effort to address the environmental problems left behind by a particleboard factory. Today, on 34 acres of reclaimed industrial land, there are 93 affordable homes and three multifamily rental properties, community gardens, a playground and a plaza.

After completing the initial developments, the Sawmill community voted to expand their reach and in 2014 the Barelás Coalition approached Sawmill and asked them to build homes on the former site of a blighted apartment complex. Barelás is a very poor neighborhood and possibly one of the oldest in Albuquerque and possibly historic neighborhood with some abandoned homes. Sawmill CLT agreed and together they explored what this partnership would look like.

Ultimately the Barelás community was responsible for working with the neighborhood, explaining the CLT model to the neighbors and generating support, as well as supporting fundraising efforts such as testifying at the City Council in support of funding for the project. Sawmill CLT was responsible for everything else: planning, financing, construction and ongoing stewardship.

In the end, four homes were built and sold and are under the stewardship of Sawmill CLT. Although the two groups had a long relationship, the process resulted in some challenging moments both because of personalities and some unrealistic expectations. For example, the Barelás Neighborhood Coalition wanted to ensure that the homes would be sold to existing residents and didn't understand that not only could the homes not be restricted to local residents, but any potential buyer would need to qualify for a mortgage. In the end, none of the homes were sold to existing residents because none could qualify.

Promising Practices:

1. Develop an agreement that clearly outlines the roles and responsibilities of both parties to ensure accountability.
2. Design a process where both parties take the time to listen and educate each other.
3. To the extent possible, the project should increase capacity and learning for both partners.
4. Make sure that there is an authentic group of stakeholders representing the neighborhood rather than just a few people who claim to speak for the community.
5. Make sure that the community is well versed on CLTs and committed to the model.